



# U.S. ARMY CONTRACTING AGENCY NEWSLETTER

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## *A Message From the Director*

The years since 2001 have been a period of profound transition within our Army as we move to shift our operational focus from Brigades and Divisions to Units of Action. These changes bring new leadership challenges, war fighting requirements, and operational focus to an organization which has known nothing but successful change for 229 years - your United States Army.

These changes impact the Army Contracting Agency in a variety of exciting ways including the training of an entire new generation of Contingency Contracting Officers within many of our Directorates of Contracting. In diverse locations around the globe, you serve as Ambassadors to a new generation of Army Officers, Non Commissioned Officers, Emergency Essential Civilians, and Acquisition interns. As PARCs, DOCs, Contracting Officers, Contract Specialists, and support personnel you shape your organization and the future of the Army Acquisition Corps. This year, the Army Acquisition Corps received over 800 officer applications for accession and Mr. Bolton, Lieutenant General Yakovac, and I entrust you with our best and brightest soldiers and civilian employees. We know you will train them well.

One of the ways to implement a successful change management program within any organization is to foster and accept change as a critical component in the successful growth and evolution of any organization. Within each of our regions is a dynamic leadership team composed of highly capable military and civilian employees. In May, I had the honor to pass our organizational colors within the Pacific Region from Mr. Hank Speakman to Ms. Debbie Lampe. Hank's 36 years of distinguished service to our nation in a variety of overseas and stateside locations proved an invaluable asset to the Army Contracting Agency during the integration of the OCONUS commands. He knew his job, the mission, and his assigned area of operations. We wish the Speakman's all the best in retirement. Concurrently, the regional staff welcomed Ms. Debbie Lampe who is departing the Southern Hemisphere PARC position to assume similar responsibilities within the Pacific Region. Debbie's past service in Alaska, strong operational

background, and proven performance record ensures the continuity of strong leadership within the Pacific.

During June 2004, the Army Contracting Agency family again bid farewell to another outstanding leader, Colonel Steve Boshears. Steve, his PARC staff, and many extraordinary Directors of Contracting transitioned their organization from TRADOC into the Army Contracting Agency's Northern Region. His leadership fostered the creation of a highly effective team, overcame resource constraints, and focused on the mission and the professionalism of the Acquisition workforce. Steve will be missed as he moves home to the Midwest passing along an outstanding organization to his successor, Ms. Joann Langston. Joann has extensive Army Staff experience and served for many years as the Competition Advocate of the Army. She is the first Senior Executive Service member to guide any of our regions.

I would be remiss if I did not take the opportunity to pass along my profound appreciation to two of our Lieutenant Colonel Commanders upon their recent departure. Lieutenant Colonel Fred Roitz, Northern Region Contracting Command, retired after a highly successful twenty-year military career. Fred's support, leadership, and management of a variety of critical Iraq acquisition requirements earned him the admiration and respect of peers, customers, and many senior Army leaders. Lieutenant Colonel Jack Cunnane's leadership of the Fort Hood Acquisition Command was equally impressive. Jack's mentorship, warrior spirit, and mission focus earned him the award as the Acquisition Commander of the Year. The Army Contracting Agency is equally fortunate to have two new outstanding young Commanders in Lieutenant Colonel Craig DeDecker and Lieutenant Colonel Jamie Rand. We welcome them to our Army Contracting Agency family.

The Army constantly transforms, reinvents, and reshapes itself to meet the challenges of new battlefields and foes. However, the strength of the American Army has, is, and will always be in the dedication of its military and civilian workforce. Each of us is a proud member of a workforce that continues to transform to meet the new demands of the 21<sup>st</sup> Century in service to our nation.



**Sandra O. Sieber**  
**Director**

Army Contracting Agency

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## ACA Headquarters and Northern Region Special Tribute

### On A Soldier Returning Home...

Diane Broadway

Procurement Analyst, ACA NR HQ

A daunting task! How do you capture the essence of a man who has devoted 29 years of his life to the service of his country in a single newsletter article? And not simply a man, but a profound leader of men and women. Colonel Steven R. Boshears has inspired those under his employ and those with whom he has served so diligently. The legacy he leaves behind dates from his enlistment in July 1975 and culminated with his retirement in June 2004.

At a retirement luncheon to recognize his distinguished career, COL B was roasted and honored by staff and DOCs. He was lauded for his humor, his leadership, his expertise, his humility, and for always being there for his people. During his retirement ceremony on 23 June 2004, COL B detailed the circumstances of his upbringing and his enlistment. He told the story of a rebellious, always-in-trouble young soldier, very different from the man who stood before us. He spoke of learning the hard way, being a bit hardheaded at times, making incorrect choices early on, but learning from mistakes made along the way. He spoke of several important people in his life who saw something in him that he could not yet see, people who believed in his abilities and capabilities. He spoke of strong leaders mentoring him and molding him into the person we saw at the podium. He spoke of the love, nurturing, and unconditional support he received from his best friend and companion, his wife, Michelle, who COL B said, "believed in him when he doubted himself." He attributed all the good in his life and career to his loving family and, specifically, to Michelle's unwavering support and influence.



**COL Boshears Retirement Luncheon**

**Pictured: Mrs. Magda Roitz, Mrs. Michelle Boshears, COL Boshears, and Mrs. Sandra Sieber**

In researching this story, I discovered a common set of values prevalent throughout his career. Six items of such great import, he felt compelled to communicate these priorities succinctly early on during each stop in his career. While the specificities of each item have changed through the years, the basic tenets remain the same.

As he stood up and assumed command for ACA Northern Region, he communicated his priorities with all members of his team. Predictably, number one priority is *Customer Focus*, for, in COL Boshears' words, "The customer is why we exist – not vice versa. If we excel in every other aspect of our mission, but fail in customer focus, we fail overall." COL Boshears has always been a people person, so his number two priority is no surprise. *People First* represents his "long term commitment to safety, quality of life training, education, and growth. *People First* is everyone's job!"

Number three on his list of priorities is *Teamwork*, encouraging team members to take advantage of the expertise to be found within the acquisition process, partnering "with our customers, industry, each other, our unions, and our supporting disciplines (resource management, small business, etc.). Good teams are often great at a few positions; great teams are good at every position. We will strive to be a great team." COL B, because of your leadership and unyielding example, ACA NR **IS** a great team! The concept of providing *Quality Products & Processes* fills the number four slot, with COL Boshears conveying his philosophy, "If it's worth doing, it's worth doing well." Always with an eye firmly focused on meeting and exceeding the customers' expectations, COL Boshears realizes there are areas where economies of scale may be achieved and that "legitimate tradeoffs must be made between quality, price, and delivery. As we've learned over the years, quality is not an attribute that can be added at the end of the assembly line; quality must be built into every process along the line. And we look to everyone on the team to constantly seek innovation and improvements to our processes and products. Hand in hand with quality, number five is *Stewardship*. "Collectively we are responsible for spending over \$2 billion of the taxpayer's money every year. Ensuring that every penny is spent lawfully and wisely is a sacred trust between us and the American people. Improving the Army's stewardship is one of the fundamental reasons why the ACA was created. The ACA, and every member of the ACA team, is expected to find ways to eliminate redundant buying practices, achieve economies of scales, reduce costs of the contracting process, and return these savings for reinvestment in Army readiness and quality of life." And finally, last, but by no means least, at number six is *Values*. In the view of Colonel Boshears, "An organization's values are its foundation. The Army's values are our values and serve as the foundation for all that we do." Since these values play such an integral part in our philosophy and all we do, they bear repeating herein. "Denoted by the acronym, "LDRSHIP", the Army's and our values are: *Loyalty*: bearing true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers; *Duty*: fulfilling your obligations; *Respect*: treating people as they should be treated; *Selfless Service*: putting the



welfare of the nation, the Army, and your subordinates before your own; *Honor*: living up to the Army values; *Integrity*: doing what's right legally and morally; and *Personal Courage*: facing fear, danger and adversity."

Colonel Steve Boshears' career is replete with distinguished service and assignments. He enlisted in the Army in July 1975, and after completing basic training, reported to 2d Support Command, West Germany. Prior to attending Officer Candidate School (OCS), he reviewed the various warfare specialties open to him. Program Management/Contracting caught his eye, however, at that point, selecting that field as a primary warfare specialty was not an option. It was never far from his thoughts and, while he was going through OCS Signal Basic, he enrolled in CON 101 as a correspondence course. He was commissioned as Signal Officer through OCS at Fort Benning, Georgia, in 1979. Because of his dual specialties, COL Boshears has served in many varied assignments throughout his career.

His early career assignments include service with the 24<sup>th</sup> Infantry Division, Fort Stewart, Georgia. He has served in acquisition assignments since 1984, the first as Chief, Osan Branch, Contracting Command Korea, from 1984 until 1987. He attended Training with Industry at the defense Contract Audit Agency – Seattle from 1987 until 1988. COL Boshears next served as a Principal Contracting Officer for U.S. Army Communications-Electronics Command (1988-1989), followed by an assignment as a Procurement Investigator, Office of the Inspector General, Headquarters, U.S. Army Materiel Command (1989-1992). COL Boshears transferred to the Quartermaster Corps in 1990. After graduating from Staff College, he was posted as an instructor, and later as Course Director, in contracting at the Army Logistics Management College (1993-1996). Noteworthy during that assignment, he was the DoD Team Leader and founder of the Contingency Contracting Officer Course (CON 234). COL Boshears served as Chief, Acquisition Education and Training Program, U.S. Army Command and General Staff College (CGSC), from 1996 to 1999. He was the founder of this program, which offers Defense Acquisition University and Master's Degree-producing courses to acquisition officers attending CGSC. From June 1999 to October 2001, COL Boshears was the Commander, Defense Contract Management Agency (DCMA) – Indianapolis, where he was responsible for oversight of the defense industrial base in the state of Indiana. He directed 203 personnel, including three field-grade subordinate commands, performing contract management for Department of Defense programs including the Advanced Field Artillery Tactical Data System (AFATDS), High Mobility Multi-purpose Wheeled Vehicle (HHMWV), Single Channel Ground and Airborne Radio System (SINCGARS), and aircraft engines for the Osprey, Comanche, and Joint Strike Fighter. He then reported to U.S. Army Training and Doctrine Command, Fort Monroe, Virginia, serving as the Principal Assistant Responsible for Contracting (PARC) and Director of Acquisition from November 2001 to September 2002.

As PARC, he was responsible for the successful execution of more than forty A-76 Commercial Activity studies and contracts for a variety of installation management services across the command, and executed broad contractual authority over 15 installation con-

tracting offices as the direct delegate of the TRADOC Commanding General. Colonel Boshears was appointed the Director, U.S. Army Contracting Agency, Northern Region on 1 October 2002. In what is often referred to as a "twilight tour", COL Boshears continued his pattern of difficult assignments, taking on this challenging, yet rewarding task of standing up a new agency. He is responsible for contract awards exceeding \$2 billion per year and leads an organization of 700 personnel at more than 35 installations throughout the United States and its possessions. Principal customers include the Northeast and Northwest Regions of the Installation Management Agency, Training and Doctrine Command (TRADOC), Military District of Washington, U.S. Army Reserve Command, and the Army Test and Evaluation Command. Colonel Boshears has the distinction of being the first Director of the Northern Region and was an instrumental contributor in the formation of the U.S. Army Contracting Agency.

A strident advocate of pursuing higher levels of education, Colonel Boshears graduated from Regents College, Albany, New York, in 1985, earning a Bachelor of Science Degree in Business. He holds a Master's Degree in material Acquisition Management from the Florida Institute of Technology, as well as a Master's Degree in Business from Webster University, St. Louis, Missouri. Colonel Boshears' military education includes Distinguished Graduate of the Signal Officer Basic and Advanced Courses, Air Command and Staff College, Army Command and General Staff College, and the Advanced Program Management Course, Defense Systems Management College. He is a charter member of the Army Acquisition Corps, certified at Level III in both Contracting and Program Management.

As he progressed in his career, Colonel Boshears distinguished himself and has been recognized for his accomplishments. His military awards include the Defense Meritorious Service Medal, Meritorious Service Medal (with three Oak Leaf Clusters), the Army Commendation Medal (with two Oak Leaf Clusters), the Good conduct Medal, and the Noncommissioned Officer Professional Development Ribbon. He is a Fellow of the National Contract Management Association (NCMA), the 1999 recipient of the NCMA National Education Award, and the 2001 recipient of the North Central Region Distinguished Service Award. He has also earned NCMA's Certified Professional Contracts Manager and Certified Associate Contracts Manager designations. Currently, COL Boshears serves on the NCMA Contract Management Certification and Accreditation Board. Most recently, he was honored as the recipient of the FY 2003 Secretary of the Army Excellence in Contracting Award for Professionalism in Contracting



(Military), with his award being presented to Colonel Boshears before many of his peers and colleagues during the Department of Defense Procurement Conference 25 May 2004. During his retirement ceremony, he was awarded the Legion of Merit. The Gov-



ernor of Indiana appointed him a “Sagamore of the Wabash” for his dedicated and distinguished service.

Throughout his career, he was an engaging, hard-charging, soft-spoken, serious-minded, voraciously vocal, and passionate about his chosen profession. Doesn’t sound like the same person being described? All of these terms were used by various people from Colonel B’s past, invoking images of an impassioned leader of men and women. Gary and Jana Tull and Jon Nissel all worked with Colonel Boshears earlier in his career at AMC HQ. They remembered Colonel Steve Boshears as, “an amiable officer who was eager to learn and concerned about doing the right thing.”

“I first met Steve Boshears in July 1985,” said Ronald C. Flom, Senior Procurement Executive for the U.S. Office of Personnel Management. He remembered, “I had just been assigned to the U. S. Army Korea Contracting Agency (KCA) as the Chief of the Small Purchase Branch in Yongsan. Steve was the Chief of the Osan AFB contracting office for KCA. I was assigned to the U.S. Totally Army Personnel Command (PERSCOM) as an Assignment Officer in Quartermaster Branch and Steve was assigned to AMC HQ. Steve had been a Signal Logistician and that specialty was being abolished. I don’t remember, 16 years later, what Steve’s preference was, but I made sure he came into the Quartermaster Corps.” COL B and COL Flom crossed paths again with their assignments to DCMC. He continued, “All of my Army commanders were successful during my almost three years of command (DCMD East in Boston), and Steve was no exception. He was selected and promoted to colonel during his time in DCMA. I had occasion to see Steve again as we hosted a series of off-sites for the stand-up of the new Army Contracting Agency. I can now tell you from experience, Steve, that there is life after the Army! Your contracting and acquisition skills are in great demand in both the federal government and in industry. Thank you for your service to our great nation. Best of luck in your retirement.”

LTC Fred Roitz, who served under COL Boshears during his assignment at DCMA and again under TRADOC and ACA Northern Region, had nothing but praise and accolades for his boss. “COL B’s ‘List of What’s Important’ has been the cornerstone of how he does business for as long as I have known him (5+ years). The details may have changed some over time, but the basic themes have not changed at all.” Colonel David Claggett, Colonel Boshears’ predecessor as the TRADOC PARC, had glowing remarks when announcing his retirement and replacement, “Colonel Steven Boshears has extensive experience and solid credentials in contracting as illustrated in his biography.” Diane Devens, Northeast Region Director, Installation Management Agency, had nothing but praise for Colonel Boshears. “COL Boshears has been a great leader. He thinks about the needs of others and takes action – without even having to be asked. He demonstrated that in the aftermath of Hurricane Isabel by getting us a contracting officer in less than 24 hours. He’s the most responsive COL I’ve worked with! We’ll miss him in the Northeast Region.”

Bev Stevens, Doug Packard’s predecessor as Deputy Director, remembers very well the day she and Colonel Claggett met COL Boshears. “We met COL B on 9/11/01 – he had come to meet us

and have some overlap time with COL C. He was with us as we experienced the tragedies of that day and immediately became part of our family. COL B and I didn’t get to spend a lot of time in the same place – he was usually going one way while I was going another. We got to know each other best during rare road trips when we happened to be going to the same place. We talked about anything and everything – work, politics, science fiction, religion, life, humor – but mostly about his family, both in Indy and ACA. He is a caring leader, forward thinker, and the best person we could have had to take us where we needed to go. I wish him good luck and Godspeed as he and his family celebrate his retirement and this exciting phase of their life.”

Major David Bristol wrote, “I had the privilege to serve as COL Boshears’ Chief of Staff for the ACA, Northern Region. This organization is filled with acquisition professionals committed to contracting excellence and customer support. Without COL Boshears’ leadership, the ACA Northern Region would have struggled to even exist due to the numerous internal and external constraints and associated resource challenges. As some of our acquisition veterans remember, activating the ACA was a “zero sum” game, which meant “take it out of hide.” On numerous occasions, I witnessed COL Boshears orchestrate financial and personnel challenges with extreme precision and a calmness that would make most professionals implode. Further, he possesses that unique balance of work, family, and play that most people cannot achieve. As my boss, I found him very approachable when I sought his advice or had to discuss difficult organizational issues – he is a true mentor (I routinely left his office with my backside intact)! Additionally, COL Boshears displayed an excellent sense of humor (along with much of his staff), which contributed to a great organizational climate. I believe that once COL Boshears hangs up his acquisition spurs and if he were a bit taller, he would undoubtedly play professional basketball for the Indiana Pacers – they will never have a more devoted fan! COL Boshears is a wealth of knowledge and is well respected throughout the acquisition community. He has achieved a successful army career that has spanned nearly three decades while providing unwavering commitment and extraordinary service to his country. The loss of his expertise will be missed.”

So, back to my original question: How do you capture the essence of a man who has devoted 29 years of his life to the service of his country in a single newsletter article? The essence may be found in the quiet, personal reflections of those of us privileged to serve alongside Colonel Steven R. Boshears. From this leader of men and women, all with whom he served and toiled may smile and reflect that Colonel Boshears shared a piece of himself, whether it be from his wealth of knowledge, work ethic, *raison d’être*, travel logs, or sense of humor. He leaves behind a legacy of excellence in acquisition and a striving to continually improve our knowledge base and ourselves. What a tribute to be able to say, with pride on his retirement day, “I served!” Sir, we salute you! Ever forward! You will be sorely missed. God’s choicest blessings and best wishes to you and Michelle for continued successes as you embark on this exciting, newest journey of your lives. It is truly the dawning of a new day!

## *ACA Headquarters and Pacific Region Special Tribute*

### **Hank Speakman Transfers Leadership of the Pacific Region to Ms Debbie Lampe and then Retires after an Illustrious Civil Service Career**

**By Melissa Rider  
Acting Deputy Director, ACA HQ**



**Change of Responsibility Ceremony with  
Mr. Hank Speakman and Ms. Debbie Lampe**

On May 19, 2004, Hank Speakman, Director, Army Contracting Agency Pacific Region transferred leadership of the regional contracting activities to Ms. Debbie Lampe in a change of responsibility ceremony. As the tradewinds gently blew across Fort Shafter, Mr. Speakman then retired after 36 years of service in a low-key ceremony that reflected his leadership style. Somehow Hank always got the job done—not making any waves—just taking care of business and the folks who reported to him. We will miss his wry sense of humor and his ability to smooth out the rough spots! Lt Gen Campbell, Commander, Army Pacific (and the new incoming Vice Chief of Staff of the Army) attended the ceremony as a mark of his respect for Mr. Speakman. Mrs. Sieber, ACA Director officiated and remarked upon the outstanding career accomplishments of Mr. Speakman, which are related below. Mahalo, Hank—we wish you well in your fishing and other pursuits!

Mr. Speakman entered federal service in 1968 at the request of his local draft board. While on active duty, he trained at Fort Polk and Fort Huachuca, before serving a tour in Vietnam as a tactical radio operator. Upon discharge, he returned to private industry in the Norfolk, VA area and attended night school at Old Dominion University.

Hank's civil service career started in 1975 as a supply clerk at the Norfolk Navy Shipyard. He was selected for the Navy Contract Intern program in 1977 and placed with the Regional Contracting Office, Norfolk for training. Upon graduation in 1979, he accepted a contract specialist position with the Navy Regional Con-

tracting Office (NRCC), Naples, Italy. During his three year tour with NRCC Naples, Mr. Speakman specialized in providing port service contracts to support 6<sup>th</sup> Fleet operations in East Africa and Arabian Gulf countries.

In 1982, he transferred to the Army Contracting Command, Europe where he served in division chief positions at Regional Contracting Offices in Nuremberg and Stuttgart Germany. From 1987 to 1989, he returned to Italy, as Chief of the Army Regional Contracting Office, Vicenza.

Mr. Speakman returned to CONUS and Ft. Huachuca in 1989, with the Information Systems Command (ISC). At Fort Huachuca he established and led the ISC Contracting Office (ISCCO), which later became CECOM Acquisition Center, Southwest and is now a division of ACA's ITEC4.

Along the way, Hank earned a Bachelor of Science degree in business management and a Master of Science in acquisition management. He graduated from the Defense Systems Management College's Program Management Course and has been a member of the Army Acquisition Corps since 1992.

Mr. Speakman accepted the opportunity of another OCONUS tour in 2001. He served as the chief of RCO Alaska from March 2001 to March 2003, and then transferred to Fort Shafter, HI as the director of ACA's Pacific Region.

Hank is a native of Gloucester County, Virginia. He and Hilde will divide retirement time between homes in Sterling, AK and Hereford, AZ. They plan to continue their shared interests in real estate investment and government contracting - - - to the extent that visits with grandchildren and fishing schedules allows.

The ACA family wishes Hank and his family good health and happiness in their years to come.



**Mr. Hank Speakman accepting award  
from Mrs. Sandra Sieber**

## Deputy Director's Message



### Back to Basics: Debriefings By Melissa Rider Acting Deputy Director

Although FAR 15.505 and 15.506 have instructions about what must be conveyed in a preaward or post award debriefing, it is important to remember what is the purpose of each of these exchanges. This will not only help you get “centered” to do a good debrief, but

will also help keep you out of trouble.

Preaward debriefings have been required since the passage of the Clinger Cohen Act in 1995 (previously known as the Federal Acquisition Reform Act). The reasons Congress wants us to provide preaward debriefings are to provide reasonable feedback to disappointed offerors as soon as possible and to help reduce the number of protests that are filed simply to get information about how the Government evaluated the protester's proposal.

You are expected to allow time for preaward debriefings when you plan the source selection milestones. Admittedly, offerors will get very little information because before award is made they will not be able to learn about the awardee's proposal. However, contracting officers must cooperate with requests for debriefing. The contracting officer chairs the debriefing and controls the discussion. You must reveal how the team evaluated significant elements in the offeror's proposal; summarize the reason the offeror was eliminated from the competitive range and answer reasonable questions from the offeror about what procedures were used. You may not tell the disappointed offeror, how many proposals you received, who submitted proposals, the content of any other offeror's proposal (including comparisons of what the disappointed offeror offered to the proposals of those still in the competitive range), how other offerors were ranked or evaluated, or any other source selection information. Make sure the offeror understands this before you begin the debriefing. It may elect to request a post award debriefing instead of a preaward debriefing. This may fit its needs better if it is interested in better understanding how it compared to the awardee.

In post award debriefings, you must reveal more comprehensive information and information about how the disappointed offeror compares AT THE TOP LEVEL to the awardee. Do not get too far into the weeds here! A summary chart of how the awardee was evaluated that rolls scores up to the levels set forth in Section M of the RFP's evaluation criteria and a copy of the source selection decision document (redacted if necessary) is best. In addition, you must reveal the significant weakness or deficiencies identified in the disappointed offeror's proposal, the evaluated cost of the disappointed offeror and the awardee, which commercial item the awardee will deliver (if applicable), past performance information for the disappointed offeror, and how all offerors ranked (if you

developed a ranking during the source selection). The disappointed offeror is also entitled to “reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed.” As a signal to all that debriefings are a mechanism for improving the source selection process on both sides, awardees are also entitled to a debriefing, if they request one.

How can you ensure that the debriefing goes well? Debriefings are a very emotional experience on both sides. No one likes hearing that their workproduct is less than stellar and no one likes having their judgment questioned. Take a big breath and try to make the experience stress and hassle free. The best thing you can do is be cooperative with the requester in arranging a debriefing as soon as possible. The debriefing should be viewed as an opportunity to let the offeror improve its proposals submission process. It should NEVER become a debate about the merits of the offeror's proposal (“The debriefing shall not include point-by-point comparisons of the debriefed offeror's proposal with those of other offerors”). Relax and tell the offeror how the team reviewed its proposal (of course making sure that the evaluation criteria as expressed in the RFP are the sole measure of merit for determining which proposal remind in the competitive range). The offeror needs to understand that it was fairly evaluated against the criteria in the solicitation and that the Army followed established acquisition procedures. It does not have to agree with the final scoring we assigned. Do not feel the need to convince the offeror that it is “wrong.” State the facts and leave it at that.

The evaluation team should be represented-- in part because the offeror should be able to speak with a “techie” who understands the technical content of its proposal. But the main reason is that the offeror deserves the right to look into the eyes of the folks who assigned it a less than stellar rating. Train the technical team ahead of time not to feel the need to provide additional information beyond the summary information that must be revealed. Do not reveal trade secrets or other proprietary information from the awardee's proposal.

Finally, make sure you keep good records of the debriefing in case a protest is filed. Contemporaneous records are best. It does not have to be “fancy” but should address what the government team told the disappointed offeror. The record should be placed in the contract file.

If you have any questions about how to conduct a debriefing, ask your local legal office for help—they have likely been involved in the source selection and will generally have a good feel for the situation. You may also contact Kathy Love, ACA Headquarters Acting Director of Operations and Policy for assistance at (703) 681-7560 or at [kathy.love@hqda.army.mil](mailto:kathy.love@hqda.army.mil). We exist to help you do good contracting.



## ACA Headquarters Update



### Living In A Glass Jar By SGM Ethan Jones Sergeant Major, ACA HQ

As multifaceted NCOs it's difficult enough working outside of our career management field, in high visible positions, living in a glass jar so to speak. Our actions and attitude will make all the difference in the way our senior leadership and Soldiers perceive Contracting NCOs and our abilities to accomplish the mission. Unfortunately, Soldiers operating in low density MOS, highly perishable skilled positions, have a tendency to lose their focus and sometimes their warrior ethos. It's our responsibility as leaders and Noncommissioned Officers to act decisively, be responsible and correct such behavior, of our subordinates and self, no one is bigger than the program, we are all in this together. The Army doesn't owe us anything but it does provide opportunities, opportunities such as the training and professional development, how you use it and perceived is vital to our existence.

Sometimes you have to ask yourself, "Why Do I Serve?" instead of "What has Uncle Sam Done for Me." NCOs are the pillars of the Armed Forces, and times are changing. NCOs are more educated, technically advanced and given more opportunities to succeed than ever before. NCOs must recognize it and take full advantage of it. We train to survive and accomplish the mission everyday. These are difficult times, and we must remain vigilant, stay focused at all times, and communicate this daily. Now is the time to step up and lean forward in the foxhole, and continue to support your fellow Soldiers, the Acquisition community and the NCO Corps.

### Annual Ethics Training: It's Not Just For Procurement Officials Anymore By Colonel Rick O'Keeffe Chief Counsel, ACA HQ

We always say that we crave clear, decisive guidance from our leaders. But sometimes, when we get it, we have second thoughts. Well, guidance simply does not get any clearer than the Acting Secretary of the Army's 9 April 2004 memo on face to face annual ethics training. I invite you to savor the stark beauty and clarity of the direct order given on this occasion:

***"The General Counsel and Army ethics counselors will provide face to face ethics training to the 2.1 million Active, National Guard and Reserve Soldiers, and Army civilians by the end of this calendar year."***

Any questions? If all guidance were this clear, Army lawyers would be out of work.

Mr. Brownlee's memo stemmed from President Bush's inaugural address in which Mr. Bush stated that everyone who enters public service with the United States has a duty to the American people

to maintain the highest standards of integrity. To that end, Mr. Brownlee stated, all Executive Branch personnel must become familiar with, and observe, applicable ethics laws and regulations. Training is the best way to promote this aspiration.

What does this mean to you? If you are in a position that requires you to file an OGE Form 450, Confidential Financial Disclosure Statement, this simply means that, unlike in years past, you must obtain your ethics training in person rather than on-line or by reading prepared ethics training materials. If you are not a Form 450 filer, you will need to attend at least one hour of ethics training by the end of the calendar year. Ethics counselors at every Army post, camp and station will be offering more opportunities to get this training, and you should try to get the training early to avoid a last minute crush, or even an actual failure to comply with the Secretary's order. Please make certain that you sign in and maintain any certificate of completion that you may get when the training is complete. Also, please make sure that your supervisor knows that you have completed the training. At Regional and ACA Headquarters, training will be offered by ACA ethics counselors. At installations, the Staff Judge Advocate Office will provide ethics training. Keep an eye out for these classes as they are publicized.

This training will not be rocket science, but rather it will be an elaboration of the mostly common-sense rules the Federal Government has laid down for the ethical guidance of its employees. Ethics counselors will attempt to make training entertaining as well as edifying -- after all, we have to sit through it too -- so it might as well be fun.

### ACA DTS Deployment: Update By Karen Millward-Alston Resource Management Directorate, ACA HQ



**Defense Travel System**  
A New Era of Government Travel

Since October 2003 the Defense Travel System (DTS) Program Management Office (PMO) has been heavily involved in the CONUS deployment of DTS across the Defense Agencies. The goal is to fully deploy DTS throughout DoD by 2006. Many ACA offices have already adopted DTS as their primary way of travel, and many more are currently in the process of deploying the system. The list of Army installations using DTS is constantly growing, and ACA DOCs and Centers at the following sites have deployed DTS simultaneously with the installations:

Ft. Leonard Wood, MO  
Detroit Arsenal, MI  
Ft. Belvoir, VA  
Ft. Bliss, TX  
Ft. Campbell, KY  
Ft. Huachuca, AZ

Ft. Monroe, VA  
Ft. Richardson, AK  
Ft. Riley, KS  
Ft. Rucker, AL  
Ft. Shafter, HI  
Ft. Sill, OK

Ft. Irwin, CA	Ft. Wainwright, AK
Ft. Jackson, SC	Ft. McPherson, GA
Ft. Leavenworth, KS	Ft. Knox, KY
Aberdeen Proving Ground (APG), MD	
HQ Department of the Army, Arlington, VA	
National Guard Bureau (NGB), Arlington, VA	
Presidio of Monterey, CA	
US Military Academy, West Point, NY	
White Sands Missile Range, NM	

Other ACA sites will follow in the very near future. The complete list of Defense agencies using DTS can be viewed at [http://www.defensetravel.osd.mil/dts/site/section\\_full.jsp?sid=333](http://www.defensetravel.osd.mil/dts/site/section_full.jsp?sid=333)

DTS now performs the three functions of authorizations (TDY orders), reservations, and travel vouchers. Not all sites are able to make online air, hotel and rental car reservations at present, but future contract negotiations with the Commercial Travel Offices (CTO) will provide that opportunity to all sites. The Defense Department's online travel-booking system will have several new features for arranging and processing trips and reimbursing expenses, and almost four times as many DoD employees are expected to be using the system by the end of next year. DFAS will soon be instructed by ASA-FM not to process manual TDY vouchers prepared outside of DTS without justification for doing so.

The new features will come when the next set of upgrades to the Defense Travel System, called Madison, debuts in August. One of the new features of the Madison version of DTS will help travelers and DoD managers better manage travel-related debts. If, for example, a soldier gets a cash advance for a trip that is later canceled or cut short, the soldier would have to pay some or all of that money back. DTS can notify him that he owes money and advise him of ways to repay it - perhaps by writing the travel office a check, or having the debt deducted from his pay. Those who are TDY for more than 45 days currently have to fill out and submit vouchers every 30 days in order to be paid for their travel. With the new DTS version, it will be paid automatically.

Accounting systems will process vouchers at least one day sooner by immediately sending an acknowledgement through the computer. Now, there is a 24-hour delay while accountants make sure the traveler's bank account is still active. Travelers currently get reimbursed anywhere from two days to a week after filing vouchers. DTS also is trying to find a way to immediately verify the account is good when the traveler gets ready for his trip. The ability to attach scanned images or faxed copies of receipts to travel vouchers has already been added.

A new backup DTS data center, which will be located in Annapolis, MD and start operations in May, will house the Defense Travel System's training program. The center also will simultaneously mirror all information stored at the DTS home site at Northrop Grumman's building in Fairfax, VA, about 50 miles away. The Annapolis facility will serve as a backup facility in case the primary DTS facility is destroyed or damaged. In the spring, DTS will start planning its next major step: expanding the system to include per-

manent moves (PCS). Work on that will begin after Defense employees at 11,000 sites worldwide can use the system for official travel, which is expected to be finished by Sep 30, 2006, at a total cost of about \$474 million.

Individual travelers will use the Self-Registration tool to load personal data into DTS after their site's travel administrator has completed setup. "The Self-Registration tool allows travelers to input their own addresses, Social Security and government credit card numbers, frequent-flier account information, and personal preferences such as aisle or window seats, all behind the encrypted security wall of DTS," said Randy Butler, DTS deployment tools product manager.

Through DTS, Defense intends to automate and create a single user interface for travel management department-wide. DOD awarded Northrop Grumman an eight-year, \$267 million contract for the project in May 1998. The system must interface with more than 40 accounting and disbursement systems, as well as Defense databases for tabulating rates for mileage and per-diem payments, a travel records repository, and DOD's public-key infrastructure. Users access DTS via the department's Non-Classified IP Router Network.

As of 28 June 04, ACA has 630 people loaded in the DTS system. Since initial deployment in first quarter FY04, the number of approved travel authorizations for ACA is 307, and the number of paid vouchers is 243. Sources: Defense Travel System, News and Events ([http://www.defensetravel.osd.mil/dts/site/section\\_list.jsp?sid=3](http://www.defensetravel.osd.mil/dts/site/section_list.jsp?sid=3)) Government Computer News (<http://www.gcn.com>) 27 May 2004.

## Contingency Contracting Directorate Update

### By COL Scott Risser

### Contingency Contracting Directorate

As we enjoy our Independence Day holiday, we celebrate as well the historic successes our Nation enjoys with the establishment of a newly - independent and sovereign Iraq. Our Army continues to perform a central role in making this happen, and the contracting soldiers and emergency - essential DA civilian employees remain keys to that success. I ask that you take the opportunity to thank these great civilian and military personnel who sacrifice so much of themselves serving us under challenging conditions far from home. Many of you likely work with or know one or more of these folks; cherish them and remember their great work. Working behind the scenes, they provide Army commanders and America's soldiers with unparalleled operational flexibility and logistical force multiplier unique to our Army.

#### Changes to our Team

I take this opportunity to update you on changes to the composition of the Contingency Contracting team at ACA HQ:

Mr. Stanley Harris, who joined us in April, accepted a position with the GSA in Seattle to be closer to family members. Despite the brevity of Stan's tenure on our team, he made great contribu-



tions by drafting a strawman CCO handbook we envision as updating and replacing the old AFARS Manual #2.



Ms. Cherie Emerson joined us on May 17, marking the first time Army contracting enjoyed having a full-time force development specialist. Ms. Emerson plays a key role in our efforts structuring a modular contingency contracting force design as part of the overarching Army transformation to a modular force.

### **Historic Agreement with the US Army Combined Arms Support Command**

The Army created the Army Acquisition Corps as a combat support entity with the Defense Acquisition University (DAU) as its school. This arrangement provides well for the education of contracting personnel. The Army, however, develops doctrine, force structure and collective training programs through its series of US Army Training and Doctrine Command (TRADOC) branch and functional area schools and centers. For example, the Infantry Center at Fort Benning works all force design updates, doctrine and collective training for infantry units.

Without a TRADOC school or center, the Army Acquisition Corps for years lacked visibility into and didn't participate in the Army's force design update, doctrine and collective training processes which TRADOC administered as the Army's proponent. For those of us involved in contingency contracting, that void caused inadequate staffing, lack of doctrine and Army Training and Evaluation Program (ARTEP) standards, and professional military education of Army Officer and NCO leadership about contingency contracting.

I'm proud to announce that our team has changed that on June 9. Mrs. Sieber and Mr. Tom Edward, Deputy Commander of the US Army Combined Arms Support Center (CASCOM) at Fort Lee, signed a formal memorandum of agreement (MOA) that formally teams the ACA with CASCOM and formally includes the ACA as the Army proponent for contingency contracting force design, doctrine and collective training within those Army processes administered by TRADOC. Tim Pugh and James Givens, a support contractor, worked this historic document with Mr. Gordon Campbell, who heads the Acquisition Field Office and serves as the Commanding General's Principal Deputy for Acquisition at CASCOM headquarters.

Tim, James and the rest of our team continue developing and updating contingency contracting force structure and doctrine under the authority of General Order #6, our approved implementation plan, and now this MOA. Dave Gruenbaum, another support contractor, continues his work developing Army contracting's first ARTEP. I appreciate your support and ask that you continue to forward us your ideas; any success we enjoy we owe to the true team effort we enjoy with you, the Army's contracting professionals.

### **Joint Initiatives**

The Joint Staff recently began formal staffing of a draft DoD Di-

rective and a DoD Instruction addressing contractors on the battlefield. I thank those of you who helped make this a quality product. I'm excited about the value that DoDD 4xxx.aa and DoDI 4xxx.bb, Procedures for the Management of Contractor Personnel During Contingency Operations, for our operational commanders and planners. These products fill significant Joint and OSD policy void in this area of growing operational importance and Congressional interest.

Chris Vuxton and I feel privileged to represent Army contracting on a Joint Contingency Contracting Review Team (JCCRT) chartered by Ms Lee (Director, Defense Procurement and Acquisition Policy). This JCCRT meets monthly to discuss and work initiatives aimed at improving contingency contracting from a Joint perspective. Several actions our team works fall within this charter, including Joint doctrine and common standard equipment packages.

### **An Overview of Utility Privatization (UP) By William Swan Operations and Policy Directorate**

Although far from being the most glamorous aspect of supporting a military installation, utilities are critical "must have" services and the nearly 2,600 systems owned by Department of Defense (DOD) activities world-wide have an aggregate value exceeding \$50 billion. In the early-to-mid 1990s, the Department of Defense (DOD) and Congress jointly determined that managing utility systems (including natural gas, electric distribution, water distribution, and waste water treatment among others) was not a "core" competency of any of the military Services. Between 1979 and 1995, Congress enacted a series of laws that at first permitted, then subsequently required, the Services to transfer entire utility systems to commercial entities provided an economic analysis determined the business arrangement was fair to all parties. In cases where there was no commercial interest or security concerns made UP unacceptable, the system could be exempted and in-house operation would continue. The initial statutory authority limited UP contracts to 10 years but subsequent revisions extended the maximum contract length to 50 years.

Between 1997 and 2002, relatively little progress was made in privatizing DOD utility systems and numerous approaches were developed by many different contracting offices. Within the Army, local commanders determined how UP would be done including what activity; i.e., US Army Corps of Engineers (COE) districts, the Defense Energy Support Center (DESC), or the local Directorate of Contracting (DOC), would conduct UP acquisitions and a limited number of systems were privatized with varying degrees of success. In the European and Pacific regions, local DOCs accomplished UP while in the US the COE Huntsville Engineering Center performed the bulk of UP actions. The Assistant Chief of Staff for Installation Management (ACSIM) has overall responsibility for Army UP. At approximately the same time the Army Contracting Agency (ACA) was activated (October 2002), the ACSIM determined the DESC solicitation template used for Army customers would be the Army standard. Concurrently, most in-

stallation contracting offices were brought under the ACA umbrella and many UP contracts written by COE districts were transferred to ACA activities.

In November 2003, the ACSIM determined that DESC would be the center of excellence for all future UP actions but UP actions started by others would run their course. Post-award activities include oversight of capital improvements and construction, synchronizing the UP contractor's activities with those of other installation support contractors, interface with installation customers including Residential Community Initiative housing developers, ensuring prompt completion of complex real estate transfers, and price redetermination in a contract's out-years because of economic inflation.

However, the ACSIM determination deferred the decision of how post-award contract management would be accomplished; i.e., what agency would perform those crucial functions. In the Pacific region, the Regional Contracting Office (RCO) Hawaii handled pre- and post-award phases of UP for activities in Hawaii and Alaska while DESC has retained post-award responsibility for virtually all the UP actions accomplished to date. Approximately 20 utility systems in other parts of the US are currently being negotiated by ACA activities; all are expected to be retained by the awarding ACA office. The Army Audit Agency (AAA) has reviewed a small portion of awarded UP contracts and is scheduled to review many more in the future; audit findings will be incorporated into valuable "lessons learned" for other UP contracts. The Army and other military Services all report being on track to complete award or exemption decisions on 95% percent of all utility systems by September 2005.

Additional information concerning the Army UP process in general or the ACA role in particular can be obtained from Bill Swan, ACA UP Manager, at (703) 681-1047 or [William.Swan@hqda.army.mil](mailto:William.Swan@hqda.army.mil).

### **A-76 Competitive Sourcing Update** **By Thomas Watchko** **Operations and Policy Directorate**

The Army's first public-private competition to be conducted under the revised Office of Management and Budget (OMB) Circular A-76 was announced on 2 June 2004 by the U.S. Army Corps of Engineers (The Corps). The Corps will compete approximately 1,300 Information Management/Information Technology (IM/IT) positions throughout the United States including its Honolulu and Alaska Districts. The Corps' IM/IT services for the Gulf Region Division and the Far East (Korea), Japan, and Europe Districts are excluded from this competition. This standard competition will also include 550 service contracts.

The Corps received a six-month extension to the normal 12-month standard competition time frame and will have 18 months from the June 2<sup>nd</sup> announcement date to complete the competition. For more information about this competition, please visit the following website that includes a link to the Preliminary Plan-

ning Report: <http://www.hq.usace.army.mil/cepa/compsource/compsource.htm>.

More information on the A-76 program in general can be obtained from Tom Watchko in the ACA Operations and Policy Directorate at (703) 681-1037 or [Thomas.Watchko@hqda.army.mil](mailto:Thomas.Watchko@hqda.army.mil).

### **Overcoming Attitudinal Barriers to the** **Javits- Wagner-O'Day (JWOD) Program:** **A JWOD Challenge** **By Dorothy Hindman** **Operations and Policy Directorate**

The mission of the JWOD Program is first and foremost to provide employment opportunities for people who are blind or have other severe disabilities. The major challenges to productive employment of qualified people with disabilities are attitudinal barriers and false assumptions about what people can and cannot do. We must make every effort to utilize JWOD and inform your Command and Installation organizations about this program. As a Government-wide mandatory source program, the success of JWOD depends on the Army leadership. JWOD Liaisons, the Army points of contact, are also keys to success. They are knowledgeable resources that help communicate to their command, organization, and/or installation personnel how support of this program helps to generate critically needed employment and training opportunities for thousands of Americans who are blind or have other severe disabilities. These individuals assist the JWOD Non-Profit Agency team to understand how they can best meet the command's or installation's unique acquisition needs.

The JWOD Program serves Federal customers by providing them with high quality products and services, delivered on time and at a reasonable price. It also benefits the American taxpayers too. When people with disabilities are employed and earn a salary, their disability payments are reduced and they pay taxes, which generate revenues.

Currently, there many priority requirements (i.e., Operation Enduring Freedom, Operation IRAQI Freedom, Global War on Terrorism, Force Protection measures, Home Land Security, SBA 8(a) program, Randolph Sheppard, A-76 and many others) that may overshadow the JWOD program. Notwithstanding these priorities, contacting professionals must keep in mind that they must continue to comply with statutes and regulations to identify and offer suitable requirements for the program. During acquisition planning, perform a suitability test to identify those requirements that can be offered to the activity's JWOD program. "Suitability" means a commodity or service that is appropriate for a given purpose. The contracting professionals and functional proponents must review requirements carefully to determine if they meet the suitability test factors:

- (1) Employment potential-** Will this requirement create jobs? The Proposed requirement must demonstrate a potential to generate employment for persons who are blind

or severely disabled,

**(2) Capability-** Will the Contracting Officer find the non-profit agency responsible on a competitive award?

If not, the Contracting Officer must send concerns to the President's Committee for Purchase from the Blind or Severely Disabled regarding the lack of capability determination. A contracting officer at an ACA installation was recently asked how he successfully used the Program. He responded, "the success of my local program is that I look at requirements that would normally go to large businesses and offer them to the JWOD program. It works well!"

We must overcome the attitudinal barriers and false assumptions about what people can and cannot do. What people with disabilities can do is be productive. YOU can make a difference!!

### **Intern Training and the Fast Track Program** **By Cynthia Cohen** **Review and Assessment Directorate**

#### **Intern and Training Coordinator Workshop**

Jan Shadowens and Cynthia Cohen recently attended the Contracting Career Program Office (CP14) Intern & Training Coordinator Workshop held in Nashville, TN. Two ACA Interns (Julie Griffey from Ft. Campbell and Christy Herbig from Ft. Leavenworth) were selected by their commands to attend this conference. They participated in an intern workshop with interns from other commands.

The goal of the Intern Coordinator Conference was to re-establish implementation guidelines and procedures for the Contracting and Acquisition Management Development Program (CMDP), provide functional intern database and job-posting board training, and coordinate FY05 recruitment and training strategies and initiatives. Moreover, intern coordinator input will be used to validate and improve intern and pre-intern programs and give leadership a sense of the needs of and trends in the emerging workforce.

It was a unique experience to network with other major commands, hear how they operate their intern programs, and brainstorm on how the CP14 HQDA Intern Program can be improved

#### **Fast Track Program**

The Acquisition Support Center (ASC) Contracting Career Program Office, in conjunction with AMC HQ, has crafted a new summer student hire program designed exclusively for the contracting career field that has been implemented. This CP-14 specific program is called "FAST TRACK" ("Future Acquisition Student Training"). The FAST TRACK Program, which is based upon the Student Career Experience Program (SCEP), is another tool available to recruit for future-contracting workforce personnel.

The FAST TRACK program is designed to recruit undergraduate rising junior business students (majors or minors), and to expose

these students to the opportunities available in the contracting career field. The program structure allows great flexibility in recruitment, interviewing and hiring procedures to enable you to access the right student at the right time.

Those students who successfully complete the SCEP program requirements may be eligible upon graduation for non-competitive conversion into the DA or a local intern program. The Army Contracting Agency received four slots and is actively recruiting for candidates. Please contact Jan Shadowens at (703- 681-1035 or Cynthia Cohen at (703) 681-7563 for more information.

#### **True Careers: New from CP14, Web-Based Recruitment Tool**

The Acquisition Support Center Contracting Career Program Office (CP-14) has contracted with True Careers use of a commercial recruitment tool. True Careers is a web-based job posting and search board. TrueCareers.com can be used by any Army or Civilian Personnel activity to post job announcements for contracting career program intern positions--both Department of Army and local.

In addition to posting job announcements, searches can be conducted of the 1.5 million candidates in the True Careers database to direct market highly qualified candidates. True Careers is currently being utilized to recruit for candidates for the Fast Track Program. Please contact Jan Shadowens at 703-681-1033 or Cynthia Cohen at 703-681-7563 for more information.

### **UIDA and IBM "How-To" Business Networking Conference** **By Suellen Jeffress and Jerry Blaydes** **Small Business Directorate**

On 21 May 2004, as a part of Small Business Week, the Southern Region Contracting Center – East (SRCC-E), Small and Disadvantaged Business Utilization Specialist (SADBUS) attended the United Indian Development Association (UIDA) and IBM "How-To" Business Networking Series at the beautiful IBM facility in Atlanta, GA. The purpose of the event was to introduce Native American Owned Small Businesses to government and corporate contracting opportunities.

Mr. Baltazar (Bart) Soto, acting SADBUS and Ms. Gwendolyn (Gwen) S. Miles, the newly appointed SADBUS, attended the Conference. Nineteen Native American Businesses attended the event as well as 10 Government agencies/Corporations. Mr. Soto made a presentation on "Working with the US Army at Fort McPherson", with the objective of familiarizing the businesses present with how to obtain contracting opportunities with the Army at Fort McPherson

At the conclusion of the presentation Ms. Miles provided handouts to the businesses present and accepted information about their businesses. The activity was mutually beneficial to both the Native American businesses and the SRCC-E SADBUS.



## ACA Northern Region Update

### The Fiscal “NO PARKING”

#### Rules are Still in Effect

Roger Neds

Chief, General Counsel, ACA NRHQ

Over the last several years, a number of agencies have marketed their contracting vehicles claiming that using their vehicles was quicker and easier than for an agency to award its own contracts. A number of these marketing campaigns also invited agencies to send appropriated funds that were about to expire to them with the promise that the agency could later determine exactly what goods or services to purchase with those funds. In response to these campaigns, the DoD Office of General Counsel and the DA Office of General Counsel have issued opinions reminding DoD and DA officials that such practices were a violation of fiscal law and improper. On 30 March 2004, the DoD General Counsel issued the latest opinion in this area specifically addressing technology purchases through GSA. This piece will review the legal landscape in this area in light of this most recent opinion.

Any analysis in this area requires the consideration of two legal provisions. The first and overriding provision is the Bona Fide Needs Rule. The Bona Fide Needs Rule states that an appropriation is only available for payment of expenses properly incurred during an appropriation's period of availability. If an obligation is made near fiscal year end and the facts show that the need relates to the following fiscal year, the Bona Fide Needs Rule has been violated. The Bona Fide Needs Rule applies to all appropriations that are limited in time, such as the Operations and Maintenance Appropriation. **Most importantly, the requirements of the Bona Fide Needs Rule are separate and independent from any acquisition authorities or mandates.**

The second consideration in this area is the legal basis upon which the servicing agency offers its contracting services. In most cases, the legal basis for interdepartmental transactions has been the Economy Act, 31 U.S. Code § 1531 *et seq.* The Economy Act contains a specific provision requiring the servicing agency to deobligate all funds that the servicing agency has not already obligated before those funds expire. This provision acts as a fiscal “safety net” since funds must either be obligated by the servicing agency before the end of the fiscal year or deobligated and returned to the requesting agency. In either case, at fiscal year end, the requesting agency could not legally leave (park) funds with the servicing agency nor could the servicing agency legally hold such funds and obligate them later.

However, GSA relies on a different statutory basis, 40 U.S. Code § 501, as its authority to enter into interagency transactions. This provision does not have the deobligation requirement found in the Economy Act. It is this difference that the DoD Office of General Counsel addresses in its 30 March opinion. That opinion re-emphasizes that while there is no deobligation requirement in the statute underlying GSA's authority, the Bona Fide Needs Rule is

still in effect and must be followed. The opinion also provides that to determine if a requirement is a proper bona fide need of the earlier fiscal year, the requirement must be a legitimate order that is “specific, definite, and certain.” The opinion goes on to specifically state “...vague or general interagency orders must not be used to ‘bank’ the funds into the next [fiscal] year when more specific requirements arise.”

This opinion reiterates the long-standing notion that when an activity can identify a certain specific need for goods or services, then the activity has a current bona fide need. On the other hand, if the requirement needs to be further defined before an award can be made, then there is no current bona fide need and funds current at the time of award must be used for that purchase.

As we approach the end of this fiscal year, I offer the following advice to our acquisition professionals. As the pressure to obligate funds grows, please remember (and remind your customers) that even if the legal basis behind a proposed interagency transaction does not require a deobligation of funds, the Bona Fide Needs Rule remains in effect and the parking of funds is still improper. Next, if you are uncertain whether a requirement is specific, definite, and certain enough to be a bona fide need of the earlier fiscal year, ask yourself whether the requirement is specific enough that you could make an award. If you believe there is enough specificity to make an award, then the requirement is a bona fide need of the earlier fiscal year. Finally, remember these determinations are usually very fact specific. If you have any uncertainty, seek advice from your supporting legal office.

### ACA Represented at the Government

#### Procurement Opportunities Fair

By Cecelia Cotton

Procurement Analyst, Small Business Directorate,  
ACA-NR

Betty Gottschall, Sarah Scott and Cecilia Cotton represented ACA's Northern Region at a Government Procurement Opportunities Fair on Thurs., June 17, 2004, at Appomattox Regional Governors School, Petersburg, VA. Ms. Gottschall and Ms. Scott participated in one on one matchmaking sessions with small businesses, and interviewed 30 businesses who were pre-approved from sign-ins and screening per the Small Business Administration representative (Ms. Tammy Proffitt). At the same time, Ms. Cotton conducted capability briefings in a separate area with small businesses who might wish to do business with the US government; particularly, ACA NR.

#### Topics for Subject Training/Breakout Sessions consisted of:

- Government marketing - Corps of Engineers
- Joint Ventures & Teaming - Bob Korroch & Williams Mullen (Contractors)
- Ensuring You Get Paid - DD250 & Contract Admin -

## DCMA

- Homeland Security Opportunities
- How to Prepare a Quality Offer to the GSA FSS
- The New Veterans Law - What's the Latest?
- Business Opportunities with the Dept. of Energy

There were approximately 35-40 government and prime contractor exhibitors who were able to exchange business matchmaking information in anticipation of future ACA Small Business competitive procurements.

### Small Business Resource Center Sponsors

#### ATHENA Leadership Breakfast

By Bonnie Maliszewski

Small Business Specialist, ACA-NR

On March 5, 2004, COL Mardi U. Mark, Commander, U. S. Army Garrison, Aberdeen Proving Ground (APG) was the keynote speaker for the ATHENA Leadership Breakfast held at the Richlin Ballroom in Abingdon, MD. The ATHENA program celebrates the potential of all women: as valued members and leaders of the community, while also recognizing those who support them.

The ATHENA award, which was presented at this event, honors individuals who: strive toward the highest levels of professional accomplishment; women and men who excel in their chosen field;

have devoted time and energy to their community in a meaningful way; and open paths so that other may follow.

The coordinator and one of the sponsors of this event was the Small Business Resource Center (SBRC), Women's Business Committee. Ms. Bonnie Maliszewski, the Small Business Specialist for U. S. Army Contracting Agency, APG, serves as a member of that board and was instrumental in obtaining the Colonel as the Key-note Speaker. The SBRC sponsored, coordinated the event as well as evaluated the nominations and selected the nominee. This board is composed of a variety of individuals from the local business community and seeks to serve the interest of women owned businesses.

Speaking to this community of women business leaders, COL Mark used the word "HOOAAH!" (U. S. Army slang), as an acronym for leadership. For example: H – Hardy – Capable of withstanding adverse conditions - No matter how much you may love your job there are often adverse conditions out of your control that make it difficult. Whether it is personnel matters, higher HQ priorities, budget constraints, environmental conditions, or the economic climate in your field...you have to be able to withstand and perform despite them and motivate your workforce through them.

## ACA Southern Region Update

### Fort Hood Receives New Commander

By Alan Schantz

Procurement Analyst, ACA-SR



Ms. Toni Gaines passes the colors to LTC Jaimy Rand

LTC Jaimy S. Rand assumed command of the Fort Hood Contracting Command in a formal ceremony at Fort Hood on 25 June

2004, replacing LTC John L. Cunnane. Ms. Toni Gaines, Acting Director, ACA Southern Region, served as the reviewing officer for the ceremony, passing the command colors to LTC Rand. LTC Cunnane, who has been the commander since July 2001, will be assigned as a student at the Industrial College of the Armed Forces, Fort McNair, Washington, D.C. In her last assignment, LTC Rand was the Chief, Operations Division, Test and Evaluation Support Activity, Test and Experimentation Command (TEXCOM), Fort Hood, Texas. LTC Rand, an Ohio native, holds a Bachelor of Science degree from the U.S. Military Academy, West Point, New York, a Master of Business Administration from the University of Texas, and a Masters of Public Administration from Auburn University-Montgomery.

### Fort Stewart DOC Provides Customer Service

By Alan Schantz

Procurement Analyst, ACA-SR

On 22 March 2004, Chickasaw Nation Industries, Inc. (CNI) completed delivery of the medical hold barracks project at Fort Stewart, GA under the terms of a twelve-month operation lease. The ACA Southern Region, Fort Stewart Directorate of Contracting (DOC) leased the buildings under the provisions of an urgent project directed by the Fort Stewart Directorate of Public Works (DPW) in cooperation with the Huntsville Corps of Engineers.

The nineteen relocatable buildings will each house sixteen soldiers and provide laundry and basic cooking areas for the occupants. The barracks are located in an area adjacent to the Fort Stewart hospital facilities and will be used during the current surge of mobilization and demobilization activity at Fort Stewart to house soldiers who are on limited duty resulting from a medical condition or wounds. Occupants began moving into the buildings on 23 March 2004, as scheduled.



**Exterior view of relocatable buildings**

The project represents a successful venture between the US Army and a unique corporation, Chickasaw Nation Industries, a Native American-owned business. The photo above shows an exterior view of two of the buildings shortly after delivery. In the photo below, Mr. Mitchell Wasson of the Fort Stewart DPW accepts the keys to the barracks from Mr. Richard Laden, CNI Project Administrator, while Mrs. Willie Barnett of the Fort Stewart DOC looks on.



**Mr. Mitchell Wasson, Mrs. Willie Barnett,  
and Mr. Richard Laden**

Fort Stewart and Hunter Army Airfield were presented with the first place Army Communities of Excellence Award on 6 May 2004 in a ceremony held at the Pentagon. Fort Stewart DOC played a vital role in housing mobilized and medical hold soldiers by awarding a one-year operating lease for 19 modular structures with a total housing capacity for 300 soldiers.

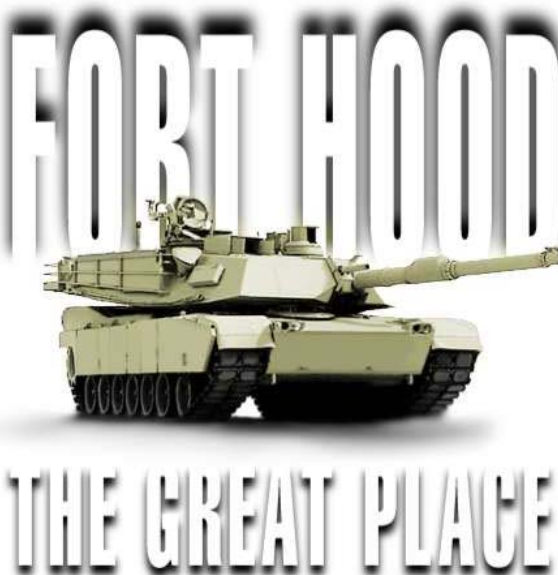
## **Technology Brings Family Together for Promotion Ceremony**

**By Alan Schantz**  
**Process and Programs Branch, ACA-SR**

Video Tele-Conference (VTC) technology brought MSG Christopher Chapple and his family together on 02 June 2004 to share his promotion to Master Sergeant. MSG Chapple is currently assigned to the Fort Hood Contracting Command and is deployed in support of OIF 2. He is currently the NCOIC of the Baghdad Joint Contracting Office located in the Green Zone. MSG Chapple has been deployed since December 2003. MSG Chapple's wife, Sharon, their children, Kristine, Kristal, Chris Jr., and soldiers and civilians from the Fort Hood Contracting Command were all in attendance for the special ceremony. Congratulations to MSG Sergeant Chapple and his family.



**MSG Chapple (center) during his promotion ceremony**





## Information Technology E-Commerce & Commercial Contracting Center Update



### ITEC4W and Fort Huachuca DOC Merge By Debbie Parra DOC Branch, ITEC4

On 30 April 2004, Ms. Seiber signed the implementation plan for consolidation of ACA Contracting Offices at Fort Huachuca, Arizona. This resulted in the ITEC4-W office at Fort Huachuca assuming control of the Fort Huachuca Directorate of Contracting (DOC), formerly under the ACA Southern Region at Fort McPherson, GA. The combined office will report to ITEC4 headquarters in Alexandria, VA.

In addition to providing one ACA footprint on Fort Huachuca, the consolidation will result in a reduction of overhead and consolidation of like functions such as simplified acquisition and Government Purchase Card support. It will also provide a uniform rating chain for ACA personnel at Fort Huachuca.

The merger will be seamless to customers as ITEC4-W's DOC Operations Branch will continue to provide base operations contracting support to IMA customers and the NETCOM Operations Branch will continue to provide dedicated support to NETCOM.

### ITEC4 Sponsors Intern Leadership Development Course By Robert Crutchley Operations Division, ITEC4

The Intern Leadership Development Course (ILDC) is a mandatory course for all Army Career interns as well as local interns and is provided by the Center for Army Leadership US Army Command and General Staff College, located in Fort Leavenworth, KS. During the week of 24-28 May, ITEC4 hosted a session that gave all ITEC4 interns, to include our intern at Fort Huachuca, the opportunity to complete this valuable leadership training early in their training cycle at minimal expense to the organization. The purpose of the course is to provide training in the Army's leadership framework. Course objectives for each intern include

- Acquiring knowledge of the Army organization and their role in it.
- Relate how their learning style supports the Army's leadership skills of communication, team development, decision-making, and professional ethics.
- Experience team building and group dynamics.
- Recognize leadership styles that provide purpose, direction, and motivation and when to use the appropriate style.
- Assess how individual values effect decisions and professional ethics.

The course is for all Career interns and it provided an excellent

opportunity for our contracting interns to interact with interns from other disciplines and learn from their experiences.



Intern Leadership Development Course Participants

### Primary Source for Commercial Information Technology Purchases By Linda Cook Army Small Computer Program Office

The partnering of the ACA-Information Technology E-Commerce and Commercial Contracting Center (ITEC4) and the Army Small Computer Program (ASCP) has paid off in a big way. Well over a decade ago the two activities formed a partnership to put in place contracts and blanket purchase agreements for the purchase of information technology (IT) hardware, software, and services. These contracts offer an excellent opportunity for the Army to maximize its buying power. This is evident in the fact that the Army Business Initiative Council (ABIC) designated these contracts as the primary source for commercial IT purchases within the Army. The initiative seeks to increase the use of these master contract vehicles, with the goal of making purchasing more efficient, resulting in Army-wide cost avoidance when purchasing computer hardware and services. The initiative has been extremely successful and has realized a cost avoidance to the Army of \$62.3M in FY03. Phase II of the initiative begins on 1 July 2004. During this phase all Army customers should satisfy their commercial IT purchases greater than \$25,000 by utilizing the ACA-ITEC4 and ASCP contracts. This is a reduction from the \$100,000 dollar threshold established in Phase I.

ASCP, as the acquisition agent, works closely with ACA-ITEC4 to perform market surveys, develop business case analysis and the resulting contract requirements, and program management of all Army commercial off-the-shelf IT contracts valued at over \$500M. Because of the close working relationship with ACA-ITEC4, ASCP currently has thirty-seven hardware, software, and services contracts that customers can choose from to meet their IT requirements. In fiscal year 2003, the Army purchased over \$792M through these contract vehicles. Since ASCP inception in 1986,

Army customers have purchased over \$7.1 billion in IT, resulting in a cost avoidance of \$700M. This excludes cost avoidances achieved through the DoD Enterprise Software Initiative (ESI).

#### **ASCP's Role in the Enterprise Software Initiative (ESI)**

In January 2001, the Army's Chief Information Officer appointed ASCP the Army's Software Product Manager for the DoD ESI. In this capacity, ASCP is responsible for managing the DoD-wide and Army-wide Enterprise Software Agreements (ESAs) for the Army. These responsibilities include sole waiver approval authority and software asset manager for the Army. Since the implementation of the DoD ESI in 1998, ACA-ITEC4 has awarded twelve Enterprise Software Agreements (ESAs) for ASCP. Examples of some of the software products available are: Microsoft, Adobe Capture (formerly JetForm FormFiller), Informix, Oracle, and Sybase.

One of the most successful enterprise agreements is with Oracle Corporation. The Army, as the holder of the DoD enterprise agreement for Oracle worked closely with the Air Force to award an Air Force-wide buy-out of Oracle. Cost avoidance for the consolidated Air Force buy was \$550M. This equated to a discount of 84% below GSA schedule prices and included 10 years of maintenance discounts.

Another ESI success story is an example of how consolidation of multiple requirements can result in greater cost avoidance. ACA-ITEC4 and ASCP assisted in consolidating the Oracle requirements of ten individual Army customers and realized a 68.9% discount off GSA schedule prices. As part of this consolidated buy, the Army purchased \$2M in Oracle licenses utilizing the Army Stock Fund and held the licenses in virtual DoD inventory. The pre-purchased inventory enabled customers with small requirements to buy Oracle software and get the identical discount as customers with large requirements. Army customers recognize a good deal when they see it and have already purchased all the Oracle software in the DoD's virtual inventory. This consolidated buy resulted in a total cost avoidance to the Army of \$3.9M.

A new Army-wide task order with Softmart has changed the way Army customers acquire their Microsoft software. The Army has purchased Microsoft software licenses to satisfy all the Army's desktop and many of the Army's server requirements over a six-year period. Customers will submit their Microsoft requirements to their Director of Information Management (DOIM). The requirement will be validated by either the DOIM and/or Regional Chief Information Officer (RCIO), and ultimately distributed back through the DOIMs to the customer.

ACA-ITEC4 and ASCP's role in the Enterprise Software Initiative has to date resulted in \$1.5B in DoD cost avoidance. The ABIC initiative, designating ACA-ITEC4 and ASCP contracts as the primary source for commercial IT, seeks to expand the success of the enterprise software initiative to include hardware and services.

#### **Army Business Initiative Council (ABIC) Initiative:**

In March 2003, the Secretary of the Army approved Initiative #IT-

A-03-21 designating ASCP as the "Primary Source for Commercial IT Purchases" within the Army. The initiative will be phased in over three years to meet all its goals. Phase I of the initiative was kicked-off on 1 July 2003. During this phase all commercial IT purchases greater than \$100,000 were required to utilize ACA-ITEC4 and ASCP contracts. Phase II of the initiative begins on 1 July 2004. During this phase the threshold drops to purchases greater than \$25,000.

#### **Goals:**

##### **Cost Avoidance:**

In keeping with the mission of the ABIC, one of the goals of the initiative is to achieve increased cost avoidance through higher volume purchasing. As evidenced with the success of the ESAs as more Army customers purchase from the Army contracts, vendors will offer even lower prices. The initiative wants to maximize use of the ACA-ITEC4 and ASCP contract vehicles in order to take advantage of these economies of scale.

##### **Asset Management:**

Purchasing through ASCP will also help enable asset management of commercial IT purchases. When a customer purchases from an ACA-ITEC4 and ASCP contract vehicle, the sales data is captured into ASCP's database. This data has the potential to be the beginning of an overarching Army asset management process. This initial capture of data is procurement centered. Provided to the local DOIM, it can be used to satisfy hand receipt and product distribution/tracking requirements. The same data will allow for Network Enterprise Technology Command (NETCOM) technical oversight and network verification and track product maintenance over time. This effort will be synchronized with the DoD BIC initiative of "Software Asset Management."

#### **Implementation Plan:**

##### **Teamwork:**

To successfully leverage the enterprise purchasing power of the Army, a new process was needed. ESI lessons learned showed that teamwork was critical. The first step in this initiative was to identify the key stakeholders affected by the initiative and form an Integrated Process Team (IPT) to ensure all concerns were addressed. The team is comprised of members from:

- Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT)
- Chief Information Officer/G6 (CIO/G6)
- Army National Guard Bureau (ANGB)
- Office of the Chief of the Army Reserves (OCAR)
- Network Enterprise Technology Command (NETCOM)
- Installation Management Agency (IMA)
- Army Contracting Agency -Information Technology E-commerce and Commercial Contracting Center (ACA-ITEC4)
- Information Systems Engineering Command -Technical Integration Center (ISEC-TIC)
- Project Manager, Enterprise Infostructure (PM EI)
- Army Small Computer Program (ASCP).

#### Waiver Process:

Another idea borrowed from the success of the ESI process is the waiver. All Army customers must look at the ACA-ITEC4 and ASCP contract vehicles as their first source. If the products and services available cannot meet their requirements or if a customer can get a better deal elsewhere, a waiver will be granted. Customers must prepare the on-line waiver request form available at: <https://ascp.monmouth.army.mil>. The form is simple and takes only a few minutes to complete. The waiver data is extremely important. It is used to capture and identify Army requirements that are not currently available on an ACA-ITEC4 and ASCP contract. As the requirement for a particular product or service grows, it will be considered for addition to an existing contract, or a new contract may be awarded to satisfy the requirement. The waiver process also captures instances where an Army customer can get a better price elsewhere. Armed with this information, ACA-ITEC4 and ASCP will negotiate with the vendor to get lower prices on the Army contracts.

#### Communication Plan:

As with all good ideas, they are of no value if no one knows about them. In order to spread the word to the Army community, a communications plan was put in place. All IPT members sent information regarding the initiative via email throughout their organizations. Briefings at the Army Information Technology Conference, various RCIO and DOIM conferences, teaching opportunities at the Defense Acquisition University and School of Information Technology, trade shows, website updates, and print media are all used to get the word out. A major part of the communications plan incorporates the initiative into Army regulations. Language is included in AR 25-1 Army Information Management, DA

PAM 25-1-1 Installation Information Services, and AR 70-1, Army Acquisition Policy.

#### Future Cost Avoidance:

The following chart identifies the anticipated cost avoidance by fiscal year. Based upon past ASCP sales data cost avoidance for fiscal year 2003 was estimated at \$37M. Due to the increase of sales through the program, cost avoidance for fiscal year 2003 was actually \$62.3M. Fiscal years 2004, 2005, 2006, and 2007 reflect cost avoidance figures based upon an increase in sales (due in large part to this ABIC initiative) of 25% per year based upon the original FY 03 estimate of \$37M. Fiscal years 2008 and 2009 show a leveling off as IT sales through ASCP approach 100% of the Army's recognized IT budget. The cost avoidance figures are for hardware and selected services only and do not reflect cost avoidance from any of the ESIs. Figures are based on contractual discounts for a quantity of one and do not reflect higher discounts for large volume orders.

Estimated Cost Avoidance by Fiscal Year  
(In Millions of Dollars)

FY	<u>03</u>	<u>04</u>	<u>05</u>	<u>06</u>	<u>07</u>	<u>08</u>	<u>09</u>
\$M	*37.0	47.0	59.6	75.8	96.4	98.2	99.9

\* Actual cost avoidance for FY03 was \$62.3M (validated by ASAAIT).

\*\* ESI cost avoidance not included. Percentage of cost avoidance based on a minimum discount for a quantity of one.

\*\*\*Methodology validated by Army Audit Agency

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## U.S. Army Contracting Command Europe (USACCE) Update



### ACA's First EURCON By Jim Warner Operations Division, USACCE

The U.S. Army Contracting Command Europe (USACCE) held the first European Contracting Conference on 18-22 April 2004 in Passau, Germany. Approximately 120 contracting professionals representing the headquarters, field offices, and sub offices in Europe attended the conference, known as EURCON-04.

Mrs. Sandra Sieber, Director, ACA was the special guest and keynote speaker at the conference. The conference kick-off event was a popular and entertaining medieval banquet. The theme for the conference was "Mission IS-Possible". This theme, loosely based on the "Mission Impossible" films, was skillfully interwoven throughout the week using multimedia presentations and imaginative skits.

During the week-long event, participants attended sessions as diverse as Contingency Contracting and Desk-side Wellness. COL

Diego-Allard, Commander USACCE presented a comprehensive "State of the Command" briefing and Mrs. Sieber spoke at a gala dinner on the highly successful transition of USACCE into the ACA fold. Individual ACA flags were presented to each of the field offices during the after-dinner ceremony. Later, Mrs. Sieber presented the annual Awards for Contracting Excellence. Other topics offered at the conference included, Legal Issues, Pay Banding, an FPDS/SPS Panel, a motivational challenge to Overcome Impossibilities, and a briefing on Economic Crime. One of the highlights of the week was a series of Town Hall meetings moderated by the Command leadership and Mrs. Sieber.

The last two days of the conference were reserved for Professional Developmental Training where contract instructors presented a course entitled, "Managing Performance Based Contracts". The conference was an unprecedented success and received the highest marks and significant accolades from all attendees at every level. The Conference Planning Team succeeded in their stated goal to make this conference "the best ever"; that is, until the next one. The Team has already begun the preliminary work for EURCON-05.



## *US Army Contracting Command Korea (USACCK) Update*

### Contracting Command Korea Supports Repatriation of Fallen Soldiers

By Timothy Powers

Chief, Compliance and Policy Branch, USACCK

After more than 50 years, the remains of eight American service members who gave their lives during the Korean War have finally found their way home thanks in part to the support of Contracting Command Korea.

The remains were recovered from North Korea as part of ongoing recovery missions conducted by the PACOM and United Nations Command Joint Recovery of Remains Operation (JRO) Team. Contracting Command Korea (CCK) supports these missions by procuring tents, generators, computers, appliances and other essential supplies for the recovery team's operations and consulting with the Korean Government to ensure these items are tax-free.

Before returning home, the fallen service members were remembered during a Memorial Day Repatriation ceremony at the Yong-san Garrison in Seoul, Korea on May 27. During the ceremony, Gen. Leon J. LaPorte, U.S. Forces Korea commander noted "the cost of liberty is high, but we are willing to pay it with deep reverence and thanks to all of those who have sacrificed their lives for freedom's ring." Lt. Gen. Charles Campbell, U.S. Forces Korea chief of staff and Eighth Army commander, and Honorable Jerry D. Jennings, deputy assistant Secretary of Defense and director of the Defense Prisoner of War and Missing Personnel office also made remarks.



Repatriation Ceremony

Following the remarks, the eight service members were honored with a 21-gun salute. Eight caskets carrying the remains were then marched off the field and escorted away by hearses as the haunting melody of "Taps" filled the air.

From Korea, the remains were taken to Hickam Air Force Base, Hawaii, to begin the forensic identification process. Four more searches for American remains will be made by the JRO through November and CCK will continue to provide professional contract support.

## *ACA ICE Update*

### Customer Service:

### The Good, the Bad, and the (sometimes) Ugly

By William Swan

ICE Manager, ACA HQ

Contrary to a popular (but nonetheless wrong) perception, since ACA was created for the express purpose of supporting the IMA, NETCOM, and several Army MACOMs, those customers have no choice in where to go for contracting support. **That is absolutely false!** There are several fee-for-service activities both inside and outside the DOD that are ready, willing, and able to assume the contract support mission for "our" customers. It's up to each and every one of us, from the most senior leaders to the most junior contract specialist, to make sure "our" customers keep coming back. In addition to "external" customers, regional/ PARC staffs must be attuned to the needs of the "internal" customers; i.e., the directors of contracting and their individual employees.

In Re-Imagining, celebrated management theorist and lecturer Tom Peters points out that 15 percent of all "lost" customers left their most recent supplier because of quality problems with the

product or service provided while another 15 percent sought a better price for comparable products. The remaining 70 percent "hit the road" because they didn't like the human side of doing business with the prior provider of the product or service. To paraphrase Peters, good stuff has become commonplace, so the bar for standing out has risen dramatically. Where products and services once were sufficient, now integrated systems and services solutions are sought.

In 1992, Dr. Paul Timm, published a collection of customer service ideas and recommendations called 50 Simple Things You Can Do to Save Your Customers. Although 50 Simple Things is not a "cookbook," his observations are still relevant and recommendations can be grouped into nine categories: (1) Get off to a good start, (2) Build on a good start, (3) Solidify the repeat customer, (4) Save a possible loss, (5) Create a climate of caring, (6) Grow service champions, (7) Tie the customer to the company, (8) Build satisfaction and loyalty, and (9) Do unto others. Although the need to retain customers in profit-making activities is probably intuitive, Timm points out that in not-for-profit activities **including the Government** customer displeasure can quickly turn into animosity that can snowball. As customers come to expect they will be

treated poorly, they will begin to treat the servicing employee poorly (in self-defense). According to Timm's research, one unhappy customer can create a ripple effect whereby 11 other customers learn of the unhappiness and may "vote with their feet" to obtain goods or services from the competition.

Since its activation 18 months ago, the Interactive Customer Evaluation (ICE) system has been used nearly 6,000 times by internal and external customers who have rated us satisfactory more than 93% of the time. We could be tempted to rest on our laurels or declare victory but we must be mindful of the "multiplier effect" represented by the 7% of our customers who are not happy. I intend to keep us focused by closely monitoring positive and negative customer service trends as part of quarterly Review and Analysis sessions and expect you to do the same within your organizations.

Your ACA HQ staff is currently working several initiatives to help ensure customer service excellence including obtaining ISO 9000 certification of quality processes by the end of FY 04 and coordinating with the Army Logistics Management College to field a short course tailored to our specific responsibilities and challenges to our customers. As these two innovations mature, I will provide information on incorporating them into the activities of PARC staffs, regional contracting centers, and directorates of contracting.

Keep up the great work and always remember, "We cannot afford one unhappy customer!"

Additional information on the Interactive Customer Evaluation (ICE) system is available from the ACA ICE Manager at (703) 681-1047 or DSN 761-1047 or [william.swan@saalt.army.mil](mailto:william.swan@saalt.army.mil).

## ACA Awards and Recognition

### ACA Honors CWO Mosby By COL Scott Risser Contingency Contracting Directorate, ACA HQ



The Army Contingency Contracting team farewells CWO Cevilla Mosby and welcomes her replacement, CWO Sabrina Gay-McCoy. Pictured from left to right are (front row) CW3 Gay-McCoy, CWO Mosby and SGM Ethan Jones, and (back row) COL Scott Risser, Mr. James Givens, Mr. Chris Vuxton and Ms Cherie Emerson.

Mrs. Sandra O. Sieber presented Chief Warrant Officer Cevilla Mosby an ACA Director's certificate and coin at an Agency headquarters ceremony on June 16 in recognition of her efforts to establish a military occupational specialty for Army Contracting Noncommissioned Officers over the past four years. Mrs. Sieber cited the growing importance of and need for NCOs in contingency contracting, and lauded Chief Mosby's work establishing the

existing additional skill identifier (ASI) G1 for Contracting NCOs, then recruiting and fielding an NCO population numbering more than 150 that represents more than 1/3 of the Army's deployable contracting force structure.

CWO Mosby leaves the Acquisition Support Center for an assignment with the 8<sup>th</sup> Army in Korea. While bidding Chief Mosby farewell, we welcomed CW3 Sabrina Gay-McCoy, who joins us from Fort Leonard Wood, Missouri. CWO Mosby departs with a well-earned reputation for diligence and caring for Army missions and soldiers. Her efforts continue to enhance Army readiness and mission capability, for which we all owe her a debt of gratitude. We wish Chief Mosby farewell and God's continued blessings on her and her family, and we look forward to serving with CWO Gay-McCoy to further the work Chief Mosby so ably began.

### James N. Edwards, Director of Contracting, Ft. Lewis, WA, Receives "Alley" Career Achievement Award from the Javits-Wagner-O'Day (JWOD) Program By Stephanie Lesko Public Affairs Specialist, JWOD Program

James N. Edwards, Director of Contracting, Fort Lewis, WA, was selected by the Javits-Wagner-O'Day (JWOD) Program to receive the prestigious E. R. "Dick" Alley Career Achievement Award. This award was established in 1998 by the Committee for Purchase From People Who Are Blind or Severely Disabled, in honor and recognition of the late E. Richard "Dick" Alley, who provided more than 25 years of dedicated service to the JWOD Program as the Committee's Deputy Executive Director.

"Mr. Edwards is a true advocate of the JWOD Program's employment mission and is thoroughly deserving of this honor. His willingness to open new doors of opportunity for people with

severe disabilities, coupled with his thorough knowledge of the JWOD Program has allowed him to provide the Army with the quality services it needs while creating quality opportunities for high-wage employment for people with severe disabilities," said Steve Schwalb, Committee Chairperson.

Mr. Edwards has actively supported the JWOD Program for over twenty years at the Ft. Lewis Army Contracting Agency, first through custodial, grounds maintenance and laundry contracts, and now as an advocate pursuing innovative contracts for the JWOD Program. Ft. Lewis service contracts currently provide employment for more than 400 people with severe disabilities.

Mr. Edwards' hard work on a groundbreaking \$17 million Installation Vehicle Maintenance contract illustrated his willingness to create employment opportunities that had not been available to the JWOD Program in the past. This contract, which allows JWOD employees to work within a Department of Labor-approved journeyman-training program, currently employs over 230 people with severe disabilities, who earn an average wage of \$17.85 per hour.

The Alley Award is intended to recognize individuals who have provided extraordinary achievement and sustained effort in utilizing the Federal procurement system to create employment and training opportunities for people who are blind or have other severe disabilities under the JWOD Program. It is the highest honor awarded by the Committee and is presented to no more than one individual a year.



**Mr. Steve Schwalb, Committee Chairperson; Mr. James Edwards, "Alley" Award Recipient; and Ms. Dorothy Hindman, Army JWOD Liaison on behalf of Mrs. Sieber**

Mr. Edwards was formally presented the award at the NISH National Training Conference in Hollywood, FL, May 23, 2004, and will be presented the award at the NIB National Training Conference in New Orleans, LA, October 15-17, 2004.



The Committee to Purchase From People Who Are Blind or Severely Disabled is the independent Federal agency that administers the Javits-Wagner-O'Day (JWOD) Program, which creates jobs and training opportunities for persons who are blind or have other severe disabilities. National Industries for the Blind (NIB) and NISH (serving people with a range of disabilities) are two nonprofit organizations designated by the Committee to help Federal agencies and nonprofit organizations that employ persons with severe disabilities participate in the JWOD Program. The Committee's primary means of achieving its employment goal is through facilitating Government purchases of supplies and services from nonprofit agencies employing such individuals.

### **Two Army Reserve Contracting Center (ARCC) FY03 Secretary of the Army Award Winners!!!**

**By Pam Lutz  
ACA-NR ARCC**

There are two gentlemen, representative of all the great employees working for the ARCC, and they just happen to be the recipients of the most recent Secretary of the Army awards won by the ARCC. They include two Team Awards for Installation Level Contracting, Satellite Office, two JWOD Awards, and two Outstanding Civilian Contracting Officer Awards.

First, Mr. Jim McDavitt, Supervisory Contract Administrator, ARCC Minneapolis Satellite Office, is the recipient of the Secretary of the Army Award for Excellence in Contracting, **Outstanding Contracting Officer (Civilian) at Installation Level-Satellite**. Mr. McDavitt has been an employee of the ARCC in Minneapolis since 2001. He retired from the Air Force and joined our staff. Since his short tenure with the ARCC, Mr. McDavitt's leadership has also resulted in his office receiving the ACA Southern Region Benchmarking Award.



**Mr. James McDavitt**

Second, Mr. Bill Dedeker, Contract Administrator, ARCC Minneapolis Satellite Office is the recipient of the Secretary of the Army



**Award for Exceptional Support of the Javits-Wagner-O'Day (JWOD) Act Program.** Mr. Dedeker has been an employee of the ARCC in Minneapolis since 1997. He is also retired Air Force. In 2002, Mr. Dedeker was recognized by NISH/NIB as a JWOD Champion for his outstanding support to the program. The NISH/NIB North/Central Region nominated Mr. Dedeker for the SecArmy award. Congrats to both of these men for their great examples of leadership and the ARCC way of doing business!



**Mr. William DeDecker**

### **ACA Southern Region Receives Six Secretary of the Army Excellence Awards By Michelle Currier Marketing and Outreach, ACA HQ**

Army Contracting Agency (ACA) Southern Region employees were recognized at this year's Secretary of the Army Excellence in Contracting Awards Ceremony. They were recognized in areas of individual and team excellence. We extend to them a big HOOAH for a job well done! The following are the awards and award recipients:

#### **Outstanding Contracting Officer (Military) at Installation-Level Center**

##### **Major Robert J. Brinkmann Army Contracting Agency, Southern Region**

Major Robert Brinkmann is recognized for exceptionally meritorious service while serving as Contracting Officer and Chief of the Contingency Contracting Division, Fort Hood Contracting Command during the period October 1, 2002 to September 30, 2003. His technical expertise, dedication to duty, and mission focus provided III Corps Warfighters with first class contracting support wherever and whenever needed. He ensured the training and readiness of contingency contracting personnel to support III Corps and FORSCOM missions and demonstrated true business advisor qualities by bringing "strategic contracting to the tactical level". His outstanding contracting support enhanced the ability of all supported units to accomplish their tactical missions while greatly improving the readiness and quality of life of their soldiers.

Major Brinkmann's professionalism and exemplary performance reflect great credit upon himself, the Army Contracting Agency, and the United States Army.

#### **Outstanding Contracting Officer (Civilian) at Installation-Level Center**

##### **Ms. E. Rebecca Coon Army Contracting Agency, Southern Region**

Ms. E. Rebecca Coon is recognized for excellence in contracting while serving as a Contracting Officer and Team Lead for the Fort Hood Contracting Command during the period October 1, 2002 through September 30, 2003. Her technical expertise, dedication to duty, and mission focus provided to the III Corps Warfighters and Fort Hood with first class contracting support reflecting outstanding mission orientation and customer focus. Ms. Coon's exemplary integrity, work ethic, and professionalism set an example for all others to emulate. Ms. Coon's professionalism and exemplary performance reflects great credit upon herself, the Army Contracting Agency, and the United States Army.

#### **Outstanding Contracting Officer (Military) In Contingency Contracting**

##### **Major Darlene M. Urquhart Army Contracting Agency, Southern Region**

Major Darlene M. Urquhart is recognized for exceptionally meritorious achievement while serving as a Chief, Kandahar Airfield (KAF) Contracting in support of Operation Enduring Freedom during the period March through September 2003. Major Urquhart's technical expertise, business acumen, professionalism, and dedication to duty, made an immediate and significant impact on the contracting office and its customers. Her efforts resulted in increased customer support, reduced acquisition lead-time, and reduced reliance on strategic airlift thereby making the contracting office a force multiplier in the Global War on Terrorism. Her performance of duty in a combat zone exemplifies the tenets of outstanding leadership and reflects great credit upon herself, the Army Contracting Agency, and the United States Army.

#### **Team Award for Installation-Level Contracting Center**

##### **Southern Region Contracting Center Army Contracting Agency, Southern Region**

The Southern Region Contracting Center (SRCC) Team, U.S. Army Contracting Agency, Southern Region, Fort McPherson, Georgia is recognized for excellence in contracting during FY03. A leader in proving the concept of installation contracting centers, the SRCC achieved significant cost avoidance and improved contracting efficiency. Its demonstrated customer focus, innovative approach to human resource management, and dedication to improving the contracting processes resulted in outstanding mission performance and customer service. The SRCC continues to focus on creating and maintaining excellence through reviewing, improving and managing processes so that they are high-velocity, effective, and unencumbered. The Southern Region Con-

tracting Center's dedication to duty, professionalism and exemplary performance reflect great credit upon each member of the team, the Army Contracting Agency, and the United States Army.

#### **Team Award for Installation-Level Contracting Satellite**

##### **Directorate of Contracting - Ft. Campbell Army Contracting Agency, Southern Region**

The Fort Campbell Kentucky's Directorate of Contracting (DOC) Team is commended for outstanding mission accomplishments through customer support, contracting efficiency, reduction of contracting costs, human resource management, and contracting innovation/process improvements during the period October 1, 2002 through September 1, 2003. The Fort Campbell DOC continually strives to provide the best customer support, supplies, services and construction for the most powerful fighting forces in the Army. In its efforts to support these great soldiers and their family members, it has proactively and enthusiastically sought out and embraced the ideas, innovations, goals and objectives for which the "Secretary of the Army Award for Excellence in Contracting" stands. Everything they do is done with the customer's needs and best interests in mind. This passion for "Customer Service Excellence" has manifested itself in every facet of mission accomplishment. The exceptional performance and contributions of the Fort Campbell DOC Team reflects great credit upon each member of the team, the Army Contracting Agency, and the United States Army.

#### **Professionalism in Contracting (Civilian)**

##### **Ms. Colleen Burns Army Contracting Agency, Southern Region**

Ms. Colleen Burns is recognized for exemplary performance while serving as Director of Contracting, Fort Bliss, during the period October 1, 2002 to September 1, 2003. Ms. Burns' exemplified acquisition excellence through innovation, streamlining business processes, use of commercial buying procedures, and customer education programs. Her commitment, dedication, technical expertise, and customer focus are constants in the daily operation of the Directorate. She was a key contributor to the success of Fort Bliss' readiness as well as mobilization and de-mobilization, and directly influenced the quality of life for soldiers and their family members. She is a practitioner of personnel self-development and strives tirelessly to improve the professionalism of her workforce. Ms. Burns' professionalism and exemplary performance reflect great credit upon herself, the Army Contracting Agency, and the United States Army.

#### **Small Business Administration Recognizes Nancy Hilliard By Alan Schantz Procurement Analyst, ACA-SR**

Ms. Nancy Hilliard, Small Business specialist at Fort Jackson was recognized at a Small Business Administration (SBA) Awards Luncheon on 25 May 2004. Ms. Hilliard received the South Caro-

lina (SC) SBA Minority Advocate of the Year Award. She was presented the award by Mr. Elliott Cooper, SC District Director of the SBA. Ms. Hilliard was then submitted to compete in the SBA Region IV and was selected for the Regional Champion Award. Mrs. Nuby Fowler, Region IV Director of the SBA, presented the award to MS. Hilliard.



**Mr. Cooper, Ms. Hilliard, and Mrs. Fowler**

#### **Fort Bragg DOC Employee Receives Signed Flag By Alan Schantz Procurement Analyst, ACA-SR**

Ms. Diane Smith, a member of the Fort Bragg Directorate of Contracting Government Purchase Card Team, was presented with a signed American Flag on 1 April 2004 from CPT Deborah E. Hayes of the 3-229<sup>th</sup> Aviation Regiment (ATTACK) unit for her outstanding customer service as account manager. The flag is unique because it was flown on a combat mission in an AH-64A Apache attack helicopter from Bagram Airfield, Afghanistan. Co-Pilot, CPT Leo C. Lesch, signed the flag.



**CPT Hayes and Ms. Diane Smith**



## **Betty Gottschall Receives U.S Army Small and Disadvantaged Business Utilization (SADBU) Specialist of the Year Award**

**By Lance Beuschel  
ACA NRCC**



Ms. Betty Gottschall, SADBU Specialist, ACA Northern Region Contracting Center (NRCC), Fort Eustis, Virginia was recently honored with Army's SADBU Specialist of the Year award for 2003 in recognition of her outstanding support of the Department of the Army's Small Business programs. Ms. Gottschall is responsible for the management of the Small Business Programs for Fort Eustis, Fort Monroe, Fort Story, Fort Lee, Fort Leavenworth, and Carlisle Barracks, and all mission contracting requirements for the U.S. Army Training and Doctrine Command.

The award was presented to Ms. Gottschall by Ms. Tracey Pinson, Army SADBU, at the annual Department of the Army Small Business Training Conference Awards Banquet held in Orlando, Florida. Ms. Gottschall has served in the capacity of a Small Business Specialist for the last three years, first with TRADOC Acquisition Center and then with the ACA, Northern Region Contracting Center.

## **2003 U.S. Army Europe (USAREUR) Head of Contracting Activity (HCA) Awards presented at EUROCON-04** **By Jim Warner Operations Division, USACCE**

On 20 April 2004 Mrs. Sandra Sieber, Director U.S. Army Contracting Agency, presented the 2003 U.S. Army Europe (USAREUR) Head of Contracting Activity (HCA) Awards for Contracting Excellence during the first U.S. Army Contracting Command, Europe (USACCE) European Contracting Conference (EURCON-04).

The awards were presented for outstanding achievement and mission accomplishment during FY03. Twelve awards were presented in seven categories, as follows:

### **Outstanding Contracting Officer's Representative**

Mr. Mark Stillwagon was awarded for his work on the Guard Services Contract for Task Force Eagle. The Wiesbaden Contracting Center nominated Mr. Stillwagon.

### **Customer Recognition Award**

The 104<sup>th</sup> ASG DPW were presented with the Customer Recognition Award. They were nominated by Wiesbaden Contracting Center.

### **Awards for Special Recognition for Contracting**

The criteria for this award is a history of exceptional performance,

innovation and leadership, or a significant single act. The awardees are as follows: Ms Sandra Van Beneden, Regional Contracting Office (RCO) Benelux; Mr. Darryl Majors, RCO Seckenheim; and Mr. William Nupp and Mr. Clifford Moy, RCO Vicenza.

**Outstanding Support to Contingency Contracting –Civilian**  
Mr. Mark Vaccaro, RCO Wuerzburg

**Outstanding Support to Contingency Contracting-Military**  
SSG(P) James Hurt, Wiesbaden Contracting Center.

**Professional of the Year-Civilian**  
Mr. Rene Peeters, RCO Benelux.

**Professional of the Year-Military**  
MAJ Jeffrey Harrington

### **Outstanding Team or Division**

This award was presented to Team South-Operation Iraqi Freedom (OIF). This cadre of five USACCE military personnel distinguished themselves in the run-up and the initial months of OIF.



**Team South Receiving award from Mrs. Sieber**

### **Award for Best Office**

This award was presented to the RCO Vicenza. Mr. Robert Attaway is the Office Chief. This was the third year in a row that RCO Vicenza received this recognition.



**RCO Vicenza with Mrs. Sieber and COL Vicki Diego-Allard**



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